

10 NOV 1975

6 NOV 1975

MEMORANDUM FOR: Board of Advisors, CSI  
SUBJECT : Board Meeting

1. The second meeting of the Board has been scheduled for 20 November at 2:30 p.m. in the DDI Conference Room (7E-32 HQS.).

2. The agenda for the meeting is as follows:

- a. Briefing by the Director of Studies on the state of the program of the Center.
- b. Discussion of future research projects.

3. A memo listing future projects proposed by the Center will be circulated prior to the meeting. STATINTL

[Redacted Signature]

Executive Secretary

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CSI STATUS

Personnel

- Three staff members: a secretary-typist; research assistant; director of studies
- Ten research fellows: 4 DDI; 3 DDO; 2 DDA; 1 retired employee on contract

Research Studies

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1. CIA Intelligence Support for Foreign and National Security Policy Making. Study begun in April; research and first draft are complete; internal CSI review process underway; draft can be circulated for comment in December; final product about [REDACTED]

2. A Study of Counterintelligence Training. Study begun in July; draft should be available in first months of 1976. Focus in part is on CI concepts and philosophy in relation to clandestine services practices as a whole. [REDACTED] (DDO)

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3. The Field Station of the Future. Study begun in September. Draft available in Spring '76. Focus is on 1985 period. [REDACTED] (DDA)

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4. The Impact of Compartmentation in the CIA. Study begun in September. Draft available in Spring '76. Focus is tri-part: the impact of formal compartmented systems; the operation of the need to know principle; the effects of "bureaucratic compart-

5. A Redraft of Certain Agency Publications about the CIA. Project begun in October. Drafts available in March '76. [REDACTED] [CSI Staff/OTR])

MGMT  
COMMITTEE

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Discussion Groups

--Continuing Seminars:

- x On Intelligence Analysis. A core group of ten officers every six weeks to discuss analysis issues. Third session scheduled for December.

- x On Inter-disciplinary Analysis. Proposed by Center on monthly basis for experimentation beginning in January.

--One-time Seminars for December:

- x The Status of Non-Official Cover Officers in the Future (4 December)

- x The National-Tactical Issue (16 December)

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Minutes of the Board of Advisors for the  
Center for the Study of Intelligence

1. The Board of Advisors for the Center for the Study of Intelligence held its first meeting on 16 July 1975 in the DDI Conference Room. Those present were:

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John McMahon - DDA (Chairman)

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DCI

/DCI

DDO

William Parmenter - DDI

Lewis Lapham - DDI

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DD&T

Alfonso Rodriguez - OTR

Director of Studies, Center for  
Study of Intelligence

Director for the Study of  
Intelligence

2. Mr. McMahon thanked the Board members for their participation and stated that the Directorates' endorsement of the Center is indicated by the caliber of those appointed to the Board. The Board should assist in maintaining the commitment of the Directorates and give the Center leverage

into the Directorates to accomplish its aims. Mr. McMahon discussed the Board's purpose of providing stimulation to the Center and giving it the benefit of their wisdom.

3. [ ] expressed his appreciation to the Board for their service and invited their suggestions at any time. He described the background of the Center, including the Management Committee's charge of 18 April 1973 and the Center's initial program of research proposals, discussions, and symposia. During the past six months, four of the seven projects in the initial program have been explored. [ ]

[ ] and two Fellows are currently working on "Intelligence Support for the Conduct of Foreign Policy." [ ] requested the Board's opinion on the extent to which policy makers should be interviewed for this project and asked if the Board could suggest people it would be useful to contact. He will send the initial report on this project to the Board next week and invited the Board's suggestions regarding the project. The next team project, "Costs and Benefits of Compartmentation in the Agency," will begin about 1 September.

[ ] OS, will head the study. [ ] [ ] NPIC, will be one of the team members. Strong officers from DDI and DDO are needed to complete the team. The Board was asked if they could suggest someone in the middle level of experience in the DDI who might be interested

STATINTL in the project. Two other upcoming projects, which have the support of Bill Nelson, are "The Station of the Future," to be headed by [ ] and "Training in the Agency for Counterintelligence," to be headed by [ ] STATINTL

STATINTL 4. The selection of Fellows for the Center was discussed. [ ] was asked to provide the Board at its second or third meeting with a list of topics for which the Center needs Fellows. The Board members could then give the list to their respective Career Boards for consideration when job assignments are being made. The present contracts between OTR and the home offices of the Fellows have been written for nine months, with the option of lengthening or shortening them. In order to make a more normal rotation, the Fellowships could be for twelve months. After the issues in a particular project have been defined, it is possible that STATINTL Fellows could be assigned to work on a specific portion of the project for a definite, short period of time, such as two or three months. [ ] stated that prospective Fellows naturally ask regarding an assignment to the Center, "What's in it for me?" He said that he wants to help the Fellows find useful work after completion of their Fellowships and he might solicit support from the Board in that area. Mr. Rodriguez stated that the quality of the people assigned to the Center and the quality of their products

can have a favorable impact on the Agency and indicate that the Center provides an intellectual atmosphere that is challenging and attractive.

5. Three small discussion groups have been held so far: Intelligence Support for the Conduct of Foreign Policy; Professional Overspecialization; and Professional Values in the Agency. Another, on intelligence analysis, is scheduled for mid-August.

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6. The symposia program, which will include speakers from outside the Agency, may be a multi-day format.

stated that it will be necessary to have additional staff help in the Center before the larger symposia program can be undertaken. The logistics of arranging the symposia require considerable time from someone at the professional level. Two topics described in the Center's draft program several months ago as possible topics for symposia are the Agency's proper role in national interest intelligence, and the question of bias in the Agency's product. Another topic suggested was the provision of intelligence to Congress, possibly with some of the staffers who are working on the Senate Select Committee, after the investigation has been completed. It was suggested that there could also be ongoing symposia with Agency participants considering a problem over a period of time.

7. [ ] asked the Board's opinion of the Center's involvement in substantive areas. Discussion indicated that the group was divided on this issue.


8. In view of the present publicity and attitudes toward the Agency, the sensitivity of some of the topics being considered by the Center was discussed. The Board urged that the Center go ahead with any topics that appear to be useful to the Agency, being mindful of the current climate, but not intimidated by it. This will indicate to Agency employees, as well as to outsiders, that the Agency is looking at some of these topics which are of concern.

9. The distribution of the products of the Center was discussed. [ ] stated that a summary of some of the discussion groups has been distributed to those he is aware of in the Agency who are interested in the topics. In the future, some products may be published in Studies in Intelligence, and some may be considered for outside publication. It was pointed out that under the Freedom of Information Act, these products can be requested and it was suggested that it would be useful to prepare them originally in a way that they can be released, if that is possible. It was stated that the Center's products should not be permitted to just "sit on the shelf."



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10. The meeting was adjourned at 4:00.

  
Alfonso Rodriguez  
Executive Secretary

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MEMORANDUM

SUBJECT : DDI and DDS&T Perspectives on the Station  
of the Future

As you may know, the Center has underway a project examining the shape of the future CIA field station, circa 1985. Its purpose is to provide a comprehensive perspective on the factors which will influence the development of the future station, ranging from speculation on the world environment in which it will exist, through the needs, missions, and resources which will be incumbent on it and available to it as seen by a wide variety of operations and support officers.

So far, the research focus in the project has been largely within the Operations and Support Directorates. It is quite obvious, however, that the Directorates of Intelligence and Science and Technology will have requirements and needs in relation to the future station at least the equal of those at present and possibly of a substantially different nature. The two members of the project team, [ ] of the DDO and [ ] of the DDA would like to have your views as a DDI or DDS&T officer on the station of the future as seen from your

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particular professional prospective. Set out below are a few questions which represent the kinds of issues on which your views would be helpful. They are by no means an exclusive list.

Do you think that:

- Your Directorate's personnel needs, in terms of both PCS and TDY officers in our field stations will change in the next ten years?
- That there be a need to move some of the Agency's analytical function to the field stations, say in a set-up or environment similar to the analytical branch within the Saigon station?
- That the analytical demands on the DDI and DDS&T will necessitate greatly improved and expanded communications with field stations?  
xWould analytical quality be significantly enhanced if there were major breakthroughs in the speed and scope of communications?
- Assuming a continuing pressure to do more with less in the CIA, is it realistic to think that some DDO field functions--reports officers, for example--could usefully be assumed by the DDI at Headquarters?

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- How would an expansion of the DDO concept of the Headquarters station, i.e., on the model of the  impact on the DDI and DDS&T?
- Are there predictable trends to be seen in the kinds of intelligence to be needed in the future by the DDI and DDS&T that may impact on CIA field stations?
- What geographic areas of the world are likely to be of increased or diminished importance in terms of intelligence production in the projected time frame?

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